

Richmond Refinery IIF Vision (drafted in support of 2011 and forward)

External Message - The simple message we want to communicate to the entire refinery:

We will all go home safely every day and Richmond will be the best refinery to work in, because we:

- All make safety personal by demonstrating our commitment and competence every day
- Identify and understand all the hazards associated with each job and consciously manage the risks associated with each hazard
- Engineer, Operate and Maintain our equipment in a safe and reliable manner which protects personnel and the environment – keeping material in the pipes where it belongs

Internal Message - The vision and values that guide our work as an IIF Leadership Team

Richmond Refinery IIF 2011 - Our actions will be developed from our declared future:

- Beyond Zero - We Value and Respect all personnel. We want personnel to make the choice that they wish to work in a safe environment and take the necessary actions to ensure they, and their co-workers, go home safely every day.
- Zero is Attainable -We take action to enroll and engage personnel to safely engineer, operate, and maintain this refinery Incident and Injury Free each and every day. We promote IIF as a core value for all personnel in this refinery.
- Partners in IIF - All work groups foster teamwork and honest communication to promote IIF and world class performance in all aspects of our Refinery performance. We seek out IIF Champions and involve them in our work.

Revisions/ Updates have been created from:

2011 – Revised message (drafted by Carrie to follow-up on our planning meeting)

Richmond Refinery IIF 2011 - Our actions will be developed from our declared future...

1. Beyond Zero - We will Value and Respect all workers. Workers at Richmond are unwilling to work in an unsafe environment and they believe that we all have responsibility and control over our ability go home the same way than when we came to work, or better.
2. Zero is Attainable -We will take every action we are able to to enroll and engage workers in order to safely operate this refinery one year (or more) Incident and Injury Free and promote IIF as a core value in the leaders and workers in this refinery
3. Partners in IIF - All work groups are fostering teamwork and honest communication in order to promote IIF and world class performance in all aspects of our Refinery performance.

Existing message

Vision: Actions will be developed from our declared future (vision) IIF 2009 - 2010. 1. Beyond Zero - Value and respect all workers/ workers at Richmond and be unwilling to work in an unsafe environment. Go home better than when you came to work. 2. Zero is Attainable - One year IIF and IIF is a core value, 3. Partners in IIF - All work groups are working together, foster an open and honest communication environment. 4. Maturation of CapProj. presence with IIF tools.